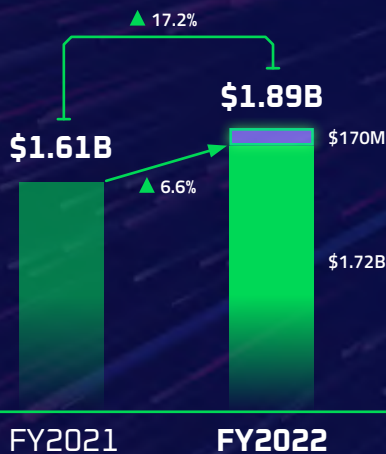


Business Highlights

FY2022 Service Revenue Mix



Mobile	29.9%
Broadband	12.8%
Entertainment	11.5%
Network Solutions	19.4%
Cybersecurity Services	15.9%
Regional ICT Services	10.5%



- Service Revenue
- IOS SG, IOS MY & MyRepublic Broadband

MOBILE REVENUE



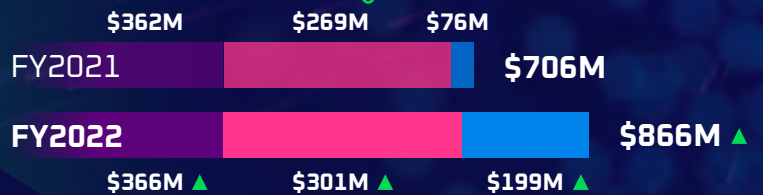
BROADBAND REVENUE



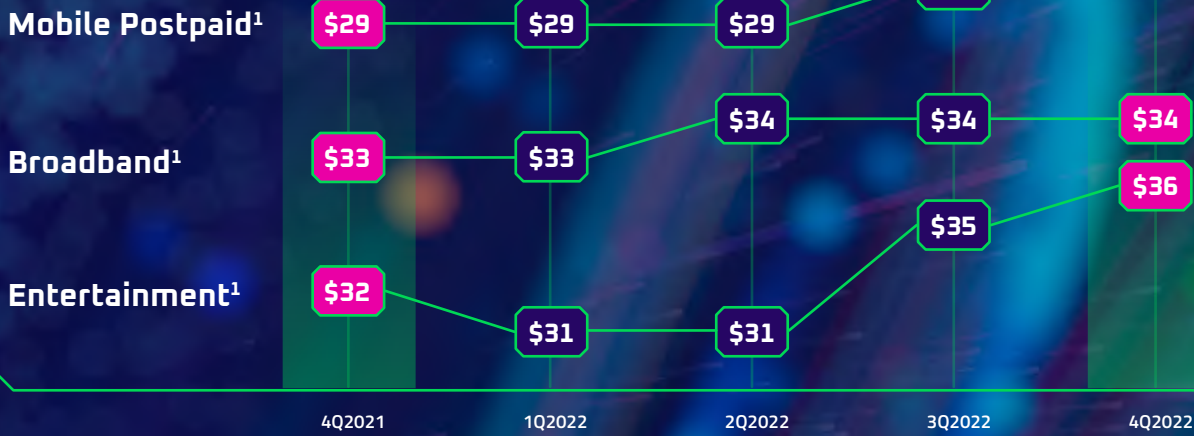
ENTERTAINMENT REVENUE



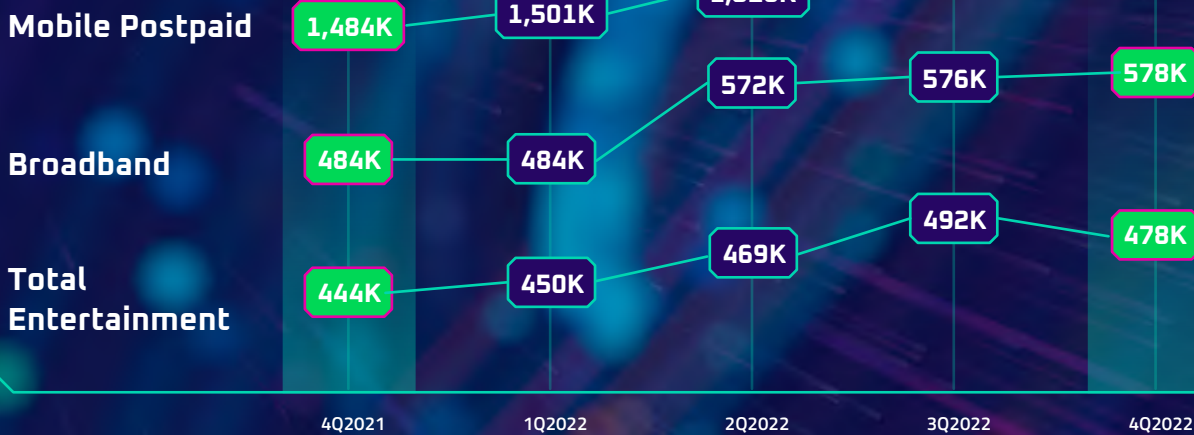
ENTERPRISE REVENUE



IMPROVING / STABLE ARPU ACROSS FY2022



STABLE SUBSCRIBER BASE



¹ Comparatives have been restated to take into account the reclassification of Entertainment OTT from Mobile and Broadband to Entertainment.

Business Review

Consumer

INFINITY PLAY: EMBEDDED DIGITAL LIFESTYLE

We made strong progress in the first year of our 5-year DARE+ roadmap, establishing a strong foundation for Infinity Play to meet the evolving needs of today's digital customer. This has made it possible for us to realise our strategy of entrenching StarHub in all facets of our customers' digital lives, enabling us to ride on emerging consumer trends with strong tailwinds.

Our strategy to proactively evolve ahead of market trends has allowed us to engage an increasingly sophisticated customer base. The investments we continue to make have strengthened our infrastructure and service offering, allowing us to benefit from wider consumer industry trends such as the continuous adoption of digital services, and the increased demand for digital lifestyle and connectivity. We are well-placed to take on the hyper-competitive Mobile and Broadband markets, and meet the paradigm shift in Entertainment where viewing habits have transitioned to OTT content.

We strengthened our Infinity Play proposition, having introduced three new consumer verticals: GameHub+, ProtectHub+ and LifeHub+, to complement our traditional verticals of Mobile, Broadband, and Entertainment. With consumers watchful on spending in an environment of rising inflation, our six consumer verticals present StarHub customers with greater flexibility and value through cross-bundling across verticals. This sets the foundation for us to further extend our reach in Singapore, which currently stands at 1 in 2 households signed on as a StarHub customer.

We have also observed meaningful traction in elevated customer lifetime value, demonstrating the positive progress that we have made with Infinity Play in just the first year of our DARE+ execution. On average, each customer is subscribed to 1.5 services, reflecting early success in driving consumption amongst our customers. Furthermore, more than 60% of our customer base have been with us for more than five years, and almost all of whom enjoy multiple services with StarHub. We continue to be recognised for setting new industry standards with our products, customer service, and customer experience.





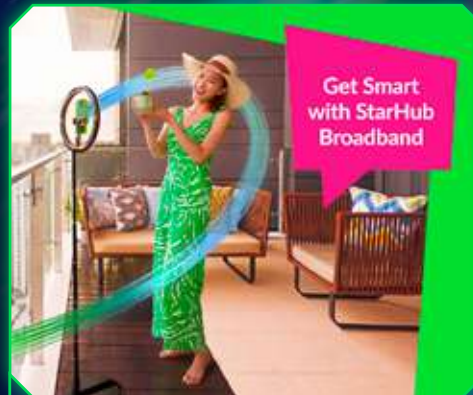
Mobile

StarHub remains well-positioned in the hyper-competitive Mobile market. During the year, we were ranked first, ahead of our competitors for Mobile Customer Satisfaction¹, and retained a strong second position in Singapore's Mobile market (by service revenue). Most notably, StarHub was the winner of download speed experience and games experience awards², validating our ability to deliver unsurpassed quality and experience in Asia's nascent but fast-growing gaming industry.

Mobile ARPU improved over the year despite continued price erosion across the industry. In addition to the recovery of roaming revenue as borders reopened gradually, our ability to clearly differentiate the value of our products and services through cross-bundling and Infinity Play allowed us to drive greater consumption in this area. The uptick in our ARPU was underpinned by a 81,000 YoY growth in subscribers, which was contributed by a 46%³ YoY expansion of our giga! subscriber base. Furthermore, with borders reopened and revenge-travel in play, we also saw increased contribution from roaming as well as increased VAS revenues.

5G adoption continued to be strong as we recorded approximately 51% YoY³ growth in 5G mobile subscribers. This also contributed to the improvement in revenues as 5G ARPU remained 1.4x³ higher compared to 4G ARPU. The average data usage per customer also increased to 13.7GB in FY2022, 7% higher compared to 12.8GB in FY2021.

Looking ahead, we will look to drive higher customer engagement and satisfaction through expansion of our 5G network which stood at more than 95% nationwide coverage at the end of FY2022. To enhance 5G adoption, we will optimise network efficiencies via our joint venture company, Antina, and enhance 5G indoor coverage in-line with demand trends.



Broadband

Marketing our plethora of value-added Infinity Play products and services to this segment through cross bundling, we were able to increase Broadband ARPU during the year and realise a greater take-up of higher-tier 2Gbps plans as subscribers increased approximately 170% YoY³. Subscriber churn remained stable in FY2022 at 0.6% as compared with 0.8% in FY2021. As a result, StarHub was the leading player in terms of Broadband revenue market share in FY2022⁴.

The acquisition of MyRepublic Broadband completed in FY2022 enhanced StarHub's leadership and product offering in the Broadband segment. We will leverage our extended reach to encourage take-up of higher bandwidth broadband products to further drive growth for the segment. We will also capitalise our strengthened market leadership and scale in the Broadband segment to deploy smart pricing strategies and serve growing customer demand for premium higher bandwidth services.

Cognisant of Broadband customers' need for higher speed, lower network latency and seamless connectivity, we continue to deliver innovative products based on leading-edge technologies to ensure an unparalleled home broadband experience for StarHub customers. To this end, we introduced StarHub Smart WiFi Pro, which affords customers ultra-strong coverage and next-generation WiFi speed, which is more than four times the speed of the WiFi 5 standard. With the ability to connect up to 40 devices with no lag or interruption, the ultra-low latency of the network offers users the best gaming experience at home.

Subsequent to the year-end, StarHub broke new grounds once again, being the first telco in Singapore to trial nationwide 10G-XGS-PON (Gigabit-capable Symmetric Passive Optical Network) broadband. This new technology promises unprecedented speeds in Singapore, up to 10 times the speed and bandwidth of standard broadband services, future-proofing customers' needs for higher bandwidth to power next-generation devices and data-intensive applications and features.

Looking ahead, Broadband will continue to be a key pillar of growth. To drive the Group's performance in this segment, we will focus on enhancing customer engagement and satisfaction by introducing premium devices as well as complementary devices to enhance home broadband performance. This will address a broader trend of smart homes with multitude of connected devices which has given rise to a critical need for reliable home broadband experience.

¹ Source: CSISG 2022

² Source: Opensignal Mobile Experience Report, November 2022

³ As disclosed during Investor Day in December 2022.

⁴ By Service Revenue market share, based on internal estimates.

Business Review

Consumer



Entertainment

Our focused efforts on delivering the best Entertainment and content delivery experience to customers continues to position StarHub as a leading provider of quality content. We afford customers greater freedom of choice with a wide range of new and in-demand content delivered through 11 coveted OTT brands.

In March 2022, we were the first Entertainment service provider in Southeast Asia to offer customers access to Curiosity Stream and its collection of thousands of original and curated documentaries appealing to nature lovers, history buffs and tech enthusiasts. In the following month, we rolled out Viu, an OTT brand with an aggregate of over 12,000 hours of premium Korean, Chinese, Thai and Hong Kong drama content.



During the year, we launched TV+ Pro to deliver our suite of streaming services, apps and TV programmes. With an integrated

soundbar designed to captivate audiences with the most immersive TV experience delivered in Dolby Atmos® and Dolby Vision®, with audio tuning by Bang & Olufsen, customers are able to enjoy rich and authentic sounds matched with stunning images that effortlessly convert living spaces into enchanting home cinemas. Supporting Ultra HD content (4K) and Chromecast built-in, TV+ Pro includes access to enhanced

multi-tasking features through Google Assistant, providing customers with the best of entertainment and flexibility. TV+ Pro is testament to the way we plan and develop our products and services – by putting our customers front and center.

We entered into an exclusive agreement with the Premier League in 2022 to deliver six seasons of Premier League to customers through Premier+. From the onset, we wanted to deliver an unprecedented experience through an immersive, feature-rich and multi-platform OTT service – for the first time in Singapore or anywhere else in the world. This includes live match statistics, key highlights, interactive timeline and time-shift features, full match replays, amongst other features that will elevate the viewing experience for football fans. We see Premier League as a powerful acquisition tool that is core to our Infinity Play vision. Having Premier League on an OTT platform also meant that we will be able to extend our reach beyond our current pool of customers, allowing users to stream Premier League content flexibly anytime, anywhere, and across any network, with a highly-customised experience to suit varying preferences.

Riding on the success of Premier+, we have solidified our market positioning as the Home of Sports, boasting the widest range of sports content that was expanded further in 2H2022. This included ICC Men's T20 World Cup Australia 2022, which was

featured on Hub Sports 4, our new dedicated cricket channel; and all 64 matches of the FIFA World Cup Qatar 2022, which were streamed 'live' or on-demand on any device.

The strategy and initiatives we have employed for Entertainment have sharpened our niche, which has also contributed to higher advertising revenue. We have not only emerged as the market leader amongst Pay TV operators in Singapore in FY2022 (by service revenue and subscriber market share), this is also reflected in improved ARPUs achieved during the year and a 7.6% YoY growth in FY2022 total Entertainment subscribers.

As a result of our efforts, StarHub was recognised for delivering market leading Entertainment experiences in FY2022. We were named Best Pay TV Service Provider (Singapore)⁵ and ranked first in the industry for delivering TV customer satisfaction⁶.

Over the next 12 months, we will continue to bolster the breadth and depth of content on our platform, and focus on driving innovation for content delivery.

Buoyed by our progress, we continue to drive customer satisfaction and stickiness by enhancing our networks and infrastructure to deliver unsurpassed streaming experiences. We will focus on delivering progressive roll-out for first-in-market Premier League digital features and continue driving hybrid TV+ adoption.



⁵ Source: HWM + HardwareZone.com Tech Awards 2022.
⁶ Source: CSISG 2022.

EXPANDING OUR INFINITY PLAY UNIVERSE

During the year, we introduced three new verticals to our Consumer business, allowing us to enlarge our revenue streams beyond Mobile, Broadband and Entertainment. Our proactive efforts to drive customer consumption also seeks to address muted contributions from traditional services, which continues to be affected by the challenging market dynamics.

Our new verticals: GameHub+, ProtectHub+ and LifeHub+ have been designed with a 'go-to-market' approach. These new services are not exclusive to StarHub subscribers. Anyone can subscribe to the new services that are mostly contract-free, presenting customers with flexibility and choice.

These new verticals are asset-light and have very scalable business models, which we are able to potentially replicate across the region. Furthermore, these verticals can be delivered with cost discipline being based on a per-user variable cost model.



GameHub+

Adding to the breadth of Infinity Play, we launched GameHub+, a product that we envision will be the powerhouse of gaming for customers. Beyond just consolidation of games, StarHub is building an ecosystem for gaming customers to live out their fullest gaming potential without the need for expensive gaming equipment. We entered into a strategic partnership with NVIDIA GeForce NOW in September 2021, seeding the ground on which GameHub+ was formed. Today, GameHub+ has a broad reach across the region, of which over 50% are based outside of Singapore. Our subscribers are very active having recorded more than 16 hours⁷ of gameplay per subscriber per month on average.

In February 2022, StarHub unveiled an exclusive deal alongside Samsung, pairing the latest Samsung Galaxy S22 Series 5G smartphones purchased on StarHub's 5G Mobile+ plan with six-month access to the *GeForce NOW Powered by StarHub* subscription. This service on GameHub+ allows customers to enjoy over 1,000 game titles on their new Galaxy S22 Series 5G handsets, at blazing speeds for a super smooth cloud gaming experience. The collaboration was brought to life via an exciting gaming tournament, "Samsung Smash Arcade", amassing challengers to compete in a game of Rocket League. The event was held onsite at StarHub's store in Tampines Mall over two days, where winners took home exclusive Samsung prizes including the Galaxy S22 Ultra 5G handset and gaming passes.



ProtectHub+

Through ProtectHub+, we seek to offer consumers holistic protection from everyday risks in their digital lives through a growing suite of services such as Device Protection with SmartSupport, CyberCover, CyberProtect and Insurance.

CyberCover seeks to help customers mitigate the impact of online risks, including cyber-bullying, identity theft, unauthorised transactions, and undelivered or discrepancies in online purchases. CyberCover was designed in partnership with Chubb Insurance Singapore Limited to give customers peace of mind in their digital lives.

CyberProtect provides an all-in-one online protection service for devices, integrating antivirus, virtual private network (VPN) access, and advanced parental controls in a single app.

Powered by award-winning global cybersecurity company F-Secure, CyberProtect protects against viruses, ransomware, and other harmful apps that steal users' personal data.

Our insurance segment currently covers two types of risks. In June 2022 and with the renewed momentum of international travel, we launched TravelProtection, which is co-designed with Chubb Insurance Singapore Limited, to give customers peace of mind on their travels. In December 2022, we launched SmartSupport Home in partnership with Asurion Singapore Ptd Ltd, which is underwritten by Liberty Insurance Singapore. SmartSupport Home is a comprehensive tech care product covering the repairs and replacements of multiple devices. In addition, it provides customers with access to a Security Advisor™ service, which safeguards online identities and detects leaked personal information online.



⁷ As disclosed during Investor Day in December 2022.

Business Review

Consumer

LIFEHUB+ | POWERED BY STARHUB



LifeHub+

LifeHub+ seeks to champion the digitalisation of healthcare and integrate its products and services into consumers' daily lives. Launched in October 2022, LifeHub+ is a digital health service in partnership with Alexandra Hospital and ConnectedLife with Fitbit. Users can choose to share their Fitbit data through the LifeHub+ app, and receive dynamic health scores, data alerts, and metrics that offer simple, clear insights into their health for tracking and daily improvement.

A first in the market, customers can grant access to a pre-determined team of healthcare practitioners to their health data via a dedicated secure LifeHub+ dashboard. LifeHub+ can also be programmed to nudge users to improve their health, for example, to reduce sedentary time throughout the day, and can be used to toggle reminders on medication, exercise, or schedule medical check-ups. We intend to scale this rollout with our partners from ConnectedLife with Fitbit, Alexandra Hospital and more medical practitioners across Singapore.



SEAMLESS DIGITAL ENGAGEMENT

Cognisant that customers prefer a digital engagement model, we continue to focus on delivering a zero-touch, end-to-end digital experience for our customers via a unified and scalable platform. These platforms seek to deliver enhanced digital capabilities that afford customers ease of transactions, personalised digital engagement, data-driven marketing, and engagement and rewards, amongst others.

Affirming the quality of our customer engagements on zero-touch platforms, StarHub's digital channels continue to record higher levels of customer satisfaction. Our giga! net promoter score is more than nine times the level recorded for traditional mobile. 70% of giga!'s customers engage with the brand through the giga! app, and 30% of giga!'s sales are referrals. StarHub's TV+ net promoter score is more than 15% higher than that of legacy TV.

Customer migration to digital platforms gained traction in FY2022. Sales via digital platforms were 25% higher YoY, and the average daily active users on My StarHub App increased 15% over the same period.⁸



giga! is the first and only telco in Singapore to launch Apple Pay and Google Pay as digital payment options for customers.

⁸ As disclosed during Investor Day in December 2022.



Our first release achieved over **20% YoY increase in monthly average users**

>80% accuracy in chatbot and bot handling rates

We recorded over **14% YoY increase in online transactions**

We launched the beta version of our app platform in November 2022, providing customers with access to our growing suite of Infinity Play products and services. This first release is a significant milestone as we look to radically transform our digital stacks, customer interfaces and enhance our capabilities to tap our rich data to offer personalised experiences and targeted marketing.

For customers, the new app platform will mean a simpler, frictionless digital experience as we continue to expand our Infinity Play offerings to become an integral part of our customers' digital lives. Customers will also be able to self-serve for a faster, seamless and more secure experience on our digital touchpoints, including customer service that is available round the clock. For StarHub, the digitalisation of our operation model and transition to an agile tech stack will enable faster to market, lower cost-to-serve, as well as smarter business decisions leveraging data insights.

We expect to release enhanced versions of our app with new features in the coming quarters, with a target to complete end-to-end digital transformation within 18 months in FY2023.

SUSTAINING MOMENTUM FOR THE ROAD AHEAD

We set four business priorities for FY2023 to ensure our leadership position. We will continue to *Strengthen Our Core*: driving greater 5G take-up, accelerating our giga! digital brand, and differentiating our premium and lifestyle offerings for greater ARPU growth. Secondly, we will focus on *Growth Acceleration*, deepening adoption across our existing customer base and attracting new customers with our Infinity Play differentiation. Through our *Digital First* approach, we will migrate customers to our apps for a fully digital sales and service subscription experience. Concurrently, we will *Accelerate Performance* of StarHub by monetising existing assets and cost management.

We believe that we are well-positioned to benefit from COVID-19 recovery – with the reopening of borders that will accelerate roaming revenue and Prepaid business recovery. Additionally, we see connectivity to be increasingly vital to empower growing demand for connected lifestyles, which we will be able to address with our growing continuum of service offerings. We will continue to differentiate our brand and services through innovation, driving meaningful value to elevate our customers' lives.



Network Excellence

Infocomm Media Development Authority IMconnected H2 2021 Report

StarHub delivered the fastest 4G median throughput and network latency

Opensignal's Singapore Mobile Network Experience Report (June 2022)

Only outright winner of the Download Speed Experience and Games Experience awards

Came in top for Overall Experience, winning in all five network experience categories

Largest haul of awards, leading in seven out of nine network performance categories

Opensignal's Singapore Mobile Network Experience Report (November 2022)

Winner in all nine network performance categories

Winner in all award categories for overall experience in Singapore

Business Review

Enterprise

SETTING THE STAGE FOR SUSTAINABLE GROWTH

In year one of our 5-year DARE+ programme, we made progress across three strategic enterprise areas to set the foundation for our digital transformation and sustained growth over the longer term. First, we took steps to further our Connectivity, Cloud and Cybersecurity (“3C’s”) vision by pursuing strategic partnerships and raising awareness of our capabilities, intellectual properties and expertise amongst enterprise customers. Secondly, we took proactive steps to position ourselves for the recovery by engaging customers and increasing our share of wallet. Thirdly, we continued to accumulate our pipeline and acquire new customers for sustainable growth.



Advancing the 3C’s

During the year, we set our focus on enterprise business needs in the areas of digitalisation, sustainability and future of work that is powered by the 3C’s. These areas of focus harness synergies and combines capabilities between StarHub Enterprise and our Regional ICT Services and Cybersecurity Services subsidiaries for mutual growth. More importantly, it also enhances our relevance and coverage of our customers’ digitalisation and sustainability objectives while ensuring their hybrid workforce continues to be effective and efficient as the economy transitions out of the global pandemic that has shifted the way we work. We have been engaging closely with our Enterprise customers, and have received strong interest to leverage StarHub’s expertise to co-create digital and sustainability solutions that will propel their respective agendas.

We reprioritised and organised resources in FY2022 to accelerate efforts to drive growth in the 3C’s. We have employed a holistic approach and organised our teams in such a way that is agile and service-led, this also offers the teams full control and an end-to-end view to better serve customers and increase our share of wallet in the Enterprise Mobility and Connectivity segments. Meanwhile, we have increased our emphasis internally to encourage the take-up and nurture the ecosystem for new strategic services that serves to augment the needs of our customers, especially in the areas of Sustainability & Digitalisation, Advanced Infrastructure, Workplace Collaboration, Data Intelligence & IoT and other emerging technologies.

Following recent acquisitions, we have also made a concerted effort in FY2022 to capitalise on our strengthened value proposition and competitiveness through deeper collaboration across the enlarged StarHub group – namely, with JOS Singapore, JOS Malaysia, Ensign and Strateq. We are now positioned strongly as a strategic enabler for organisations seeking expertise and leading-edge support in their digital transformation journey.

Our 3C’s partner platform is only as strong as the diversity of our ecosystem. To this end, we have broadened our partnership ecosystem to sharpen our product and service offering and adding to our credibility and value proposition with potential and existing clients.

We added new clients with the launch of our secured connectivity solutions, such as the Managed SD-WAN and SASE services. In addition, we continued growing our on-premise wireless network for campus and commercial properties. This is made possible with our strong partnerships with leading global technology partners such as Aruba, Cisco, Huawei and Palo Alto. Along the same vein, we have also bolstered our workplace collaboration by offering with integrated voice and collaboration solution using Cisco Webex and Microsoft Teams.



During the year, we also fortified our Cloud connectivity partnership platform with the addition of Alkira. Alkira joins other global leaders such as AWS, Microsoft and Workato, who have partnered StarHub to introduce multi-cloud area network services for our Enterprise clients. Integrating Alkira’s Cloud Network-as-a-Service (CNaaS) into our enterprise connectivity solutions, we are able to provide and scale high-performance networking capacity across multiple cloud regions and multiple clouds, and to integrate cloud and data center operations for our customers. In the area of Cybersecurity, we added to our robust suite of Cybersecurity products and solutions through services in partnership with Ensign, Palo Alto and Zimperium.

Working closely with three cyber protection heavyweights: Ensign InfoSecurity, Palo Alto Networks, and Veeam, we launched the StarHub CyberSecure Business Solution (“SCBS”), a one-stop managed service that provides a suite of cyber defences for enterprises. Warmly received by the market, SCBS secures network frontlines as well as back-end systems, and integrates crisis and incident response management, digital forensics, cloud-delivered threat detection, and secure data backup and recovery services. Essentially, SCBS is a state-of-the-art solution for Enterprise customers seeking to fortify network entry points for quicker threat detection, maintains backups offsite for maximum business continuity, and ensures ready access to cyber security experts for hands-on assistance.

We have also integrated Zimperium’s mobile threat defence into our Enterprise mobility solutions. This provides continuous, on-device monitoring to detect known and unknown threats in real-time across the kill chain: device, network, phishing, and application attacks, without the need for a connection. In addition, we have started offering our Enterprise clients Microsoft 365 Business Premium, which incorporates Microsoft Defender for Business.

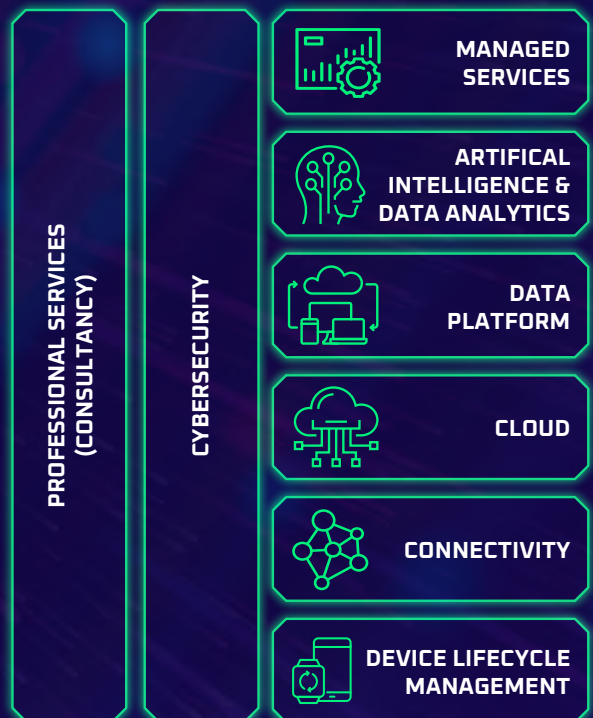
Adding to our Cybersecurity credentials, we were recognised by the Cyber Security Agency of Singapore (CSA) as a SG Cyber Safe Partner, and a partner for the CSA Cyber Essentials mark.

Addressing the Industry’s Unmet Need for Green Tech

At StarHub, we understand that sustainability for enterprises goes beyond reducing waste, reusing materials, and recycling matter. The Singapore government has legislated more stringent regulatory requirements and environmental targets for local companies under the Singapore Green Plan 2030. This calls for all business sectors to take immediate and sustained action to limit global warming and become more resilient in the face of climate change.

Responding to this development, we have seen an increase in interest from Enterprise clients seeking innovative ideas and solutions to further their sustainability journey. Towards this end, we are working closely with customers to co-create Smart, Safe and Sustainable solutions, offering our expertise in the areas of workflow digitalisation and automation, workplace collaborations, data analytics, as well as engineering know-how in design, secure and manage critical facilities.

Our Green Tech Managed Services brings together enabler technologies such as 5G, IoT, Machine Learning and Big Data to enhance resource efficiency and limit greenhouse gas (GHG) emissions in areas such as smart hygiene, smart facilities, smart connectivity and smart logistics.




Business Review Enterprise



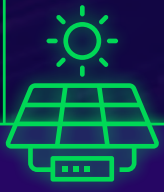
We have garnered early momentum for Green Tech Managed Services, counting the National University of Singapore (“NUS”) as an early adopter of our solution. During the year, we implemented Singapore’s first solar-powered outdoor 5G WiFi at the NUS smart campus, minimising cost, labour and resource through smart, sustainable and safe solutioning in partnership with the NUS IT team. Two solar-powered WiFi access points were deployed under the pilot project, eliminating the need for underground cables, with each setup taking only four days to install instead of the usual three-week lead time. The self-sustainable solution has helped NUS achieve optimised power consumption and network performance of its outdoor wireless infrastructure, even in hard-to-reach areas, enabling seamless connectivity outdoors.

Following the success of the pilot project, NUS has awarded StarHub Enterprise with a contract to extend this smart and sustainable wireless service throughout the entire campus grounds. We will continue collaborating closely with NUS to co-create new solutions that will accelerate the university’s sustainability objectives. StarHub will also extend its expertise in connectivity (wired, wireless, mobile), digitalisation (leveraging cloud technologies), IT infrastructure and engineering capabilities in operational technologies and facilities management.



StarHub Enterprise won the award **“Connectivity – Telecommunications”** at the **Annual SBR Technology Excellence Awards** in May 2022.

During the year, we also piloted a cloud-based Internet of Things (“IoT”) platform for NUS that aids in the monitoring, tracking and analysis of real-time data. Leveraging a customised dashboard built to NUS’ specifications, the facilities management team is able to identify, analyse, and resolve issues in the piloted restrooms deployed with IoT sensors within its campus and integrated with a complementary Smart Hygiene solution. This has uplifted the user experience and optimised cleaning resources. Critical issues are highlighted on the IoT dashboard on mobile devices and cleaners are alerted whenever restrooms require cleaning or consumable replenishment. Demand for such solutions is fast growing in other sectors, and we have since extended our services to integrated and residential buildings in Singapore.



In collaboration with NUS, the university won the Gartner Eye on Innovation Awards for Education 2022 in the Infrastructure category for its **Outdoor WiFi Powered by 5G and Solar Energy solution.**



Since January 2021, StarHub has been collaborating with Hydroinformatics Institute (H2i), a water technology scale-up to tap on StarHub's ubiquitous network of mobile base stations as "opportunistic" rainfall sensors. Analysing the effect that rain has on mobile signal strength provides accurate and dynamic rainfall data and forecast for effective flood management solutions, offsetting expenditure that clients would otherwise need to incur on costly rainfall measurement infrastructure. This demonstrates StarHub's ability to design a green and sustainable solution that does not require additional infrastructure or investments, using existing signal attenuation data for a meaningful purpose.



Business Review

Enterprise

We are the Future of Work

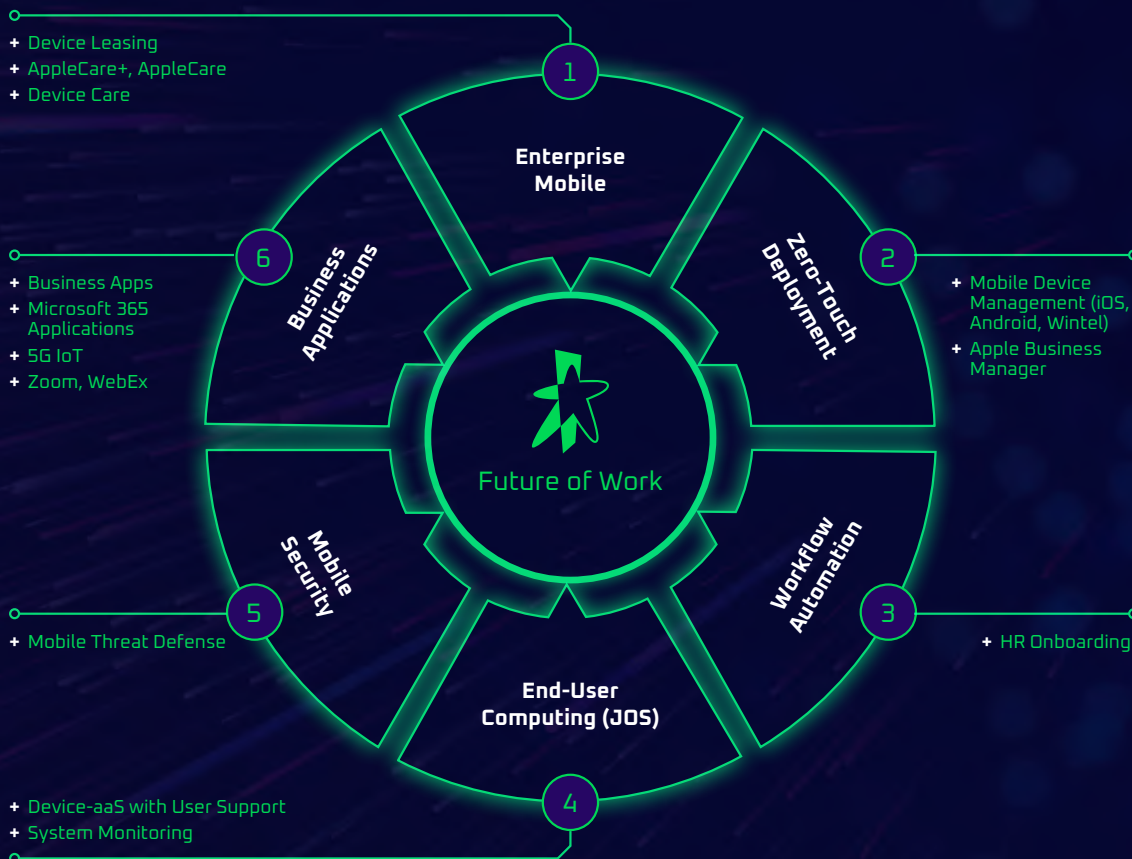
As enterprises transition out of the global pandemic, there is a clear trend that hybrid work is here to stay. With the implementation of a permanent hybrid work arrangement, our clients are increasingly seeking innovative digital solutions to enable their workforce to be productive and effective from any location.

We have launched the Future of Work solution, which offers secure enterprise applications, workflow automation and workflow collaboration enabling a hybrid workforce to be effective and secure anytime, anywhere. This fully-integrated solution combines

StarHub's enterprise mobility capabilities with end-user expertise from JOS SG, as well as complementary capabilities from our gold-standard industry partners.

Our expertise and intellectual property, in collaboration with JOS SG, covers six key areas: Enterprise Mobility, zero-touch deployment, workflow automation, end-user automation, mobile security and business applications. Our unique comprehensive offering is highly sought-after in the market, garnering more than \$8 million in contract wins for end-user computing and services as well as over \$6 million in contract wins for virtual desktop infrastructure from the healthcare sector.

End-to-End Solution for Mobile Workforce & Hybrid Workplace



Nurturing the 5G Ecosystem

To develop our 5G ecosystem, we are having active conversations to gain a deep understanding of our customers' needs and growth aspirations. This allows us to create compelling and sustainable solutions alongside our customers to develop meaningful use cases that leverages our expertise and track record.

Launched in 2022, StarHub's Digital Experience Showcase was attended by almost 70 enterprise customers and partners. At the event, we demonstrated the benefits and ease of implementation of digital technologies and solutions for business use cases. This included thematic customer journeys for a Smart Data Center, Smart Construction, Smart Retail and Future of Work collaborations. Broad-based engagements with customers from various industries provided us with a deeper understanding of their unique needs and aspirations.



Showcase: Smart Construction



Showcase: Smart Data Center



Showcase: Smart Construction



Current Showcase: Future of Work collaborations through 5G use cases, smart operations & Smart Retail B2B customer journey

Business Review

Enterprise

CYBERSECURITY SERVICES

Ensign, StarHub's cybersecurity subsidiary continued to outperform in FY2022, contributing \$301.0 million of revenue in FY2022, an increase of 12.1% from \$268.5 million in FY2021. The increase was primarily attributable to higher revenues derived from overseas markets.

Ensign continued to bolster its cybersecurity capabilities during the year, maintaining its position as Asia's largest pure-play cybersecurity services company with an end-to-end offering; from consulting, to design and build, operating cybersecurity management systems, to incident response and recovery.

To support Ensign's global growth aspiration, we have set up a new office in Jakarta, Indonesia, in addition to our stable of offices in Hong Kong, South Korea and Malaysia. This move enables us to better serve our existing customers and to meet increasing demands for cybersecurity solutions in Indonesia's rapidly developing digital sector.

As cyber threats continue to evolve globally, Ensign Labs, Ensign's R&D unit, continued to develop solutions to address complex cyber threats. We are pleased to report that two of our Artificial Intelligence-based innovations are patented, with two more patents pending. We are also in the midst of filing global patents.

In October 2022, Ensign launched the Helios Cyber Analytics Suite ("Helios"), a solution which provides comprehensive protection against advanced threats, supplementing existing cybersecurity solutions to detect evolving threats that are able to bypass conventional rule-based systems. Helios currently powers Ensign's Managed Security Service offering, leveraging Artificial Intelligence-powered cyber analytics backed by patented techniques for high efficacy.

In the same month, Ensign introduced its Artemis Incident Response solution which leverages a series of Artificial Intelligence

and Machine Learning algorithms to process digital forensic evidence at scale. Artemis allows incident responders to analyse evidence quickly during cyber attacks, eliminating human error whilst optimising manpower. Helios and Artemis have proven to be valuable tools as the industry continues to face a talent crunch for cyber specialists.

During the year, Ensign also brought to market its in-demand Regional SOC-as-a-Service, an end-to-end subscription-based service for clients to outsource the entire process of SOC build, management and operations, and threat hunting. This solution is a part of Ensign's efforts to boost their service offerings to optimise their revenue mix and increase recurring revenue.

These solutions position Ensign as a forerunner in the Cybersecurity space, solidifying its foothold as the preferred pure-play cybersecurity solutions provider for Governments and large enterprises. We will continue to invest in Ensign's R&D efforts and niche talent pool and prioritise growth for Ensign, while maintaining cost discipline for the segment. Ensign contributed an FY2022 operating profit of \$13.6 million to StarHub, a \$6.0 million year-on-year growth excluding the effect of a one-off inventory write-off recorded in FY2021.

Looking ahead, Ensign will continue to pursue higher value and more complex projects that offer higher margins, and make simultaneous moves to boost the proportion of recurring income in Singapore and the region. We will also continue to deepen our foothold in existing geographies while exploring opportunities in new regional markets to keep up the growth momentum.

The cybersecurity industry is expected to experience strong growth over the next few years and we will continue to enhance our capabilities to meet the rapidly evolving needs of enterprises battling growing cybersecurity threats that are getting increasingly more sophisticated. This will allow us to sustain the revenue-generating momentum of Ensign and bolster our end-to-end cybersecurity value proposition.

REGIONAL ICT SERVICES

Our Regional ICT Services business unit is anchored by Strateq, as well as JOS Singapore and JOS Malaysia ("JOS SG & MY") that were acquired in FY2022. The segment recorded 162.2% year-on-year growth in FY2022 revenue to \$198.9 million compared to \$75.8 million in FY2021, mainly lifted by the consolidation of JOS SG and MY in FY2022.

Regional ICT Services has a robust ecosystem comprising JOS SG & MY, Strateq and StarHub Enterprise. FY2022 marked the first year that synergies were harnessed across the ecosystem to bolster our competitive edge and maximise business opportunities. As a combined entity, Regional ICT Services is able to leverage the combined experience, resources and capabilities to reach a wider network of customers to cross- and up-sell opportunities, as well as participate in joint tenders, for mutual growth; while providing maximum value to Enterprise customers in Singapore and regionally.



StarHub Enterprise and JOS Singapore at ITAP 2022, showcasing combined digital capabilities for Industry 4.0.

Our Regional ICT Services segment is focused on building vertical solutions, especially for the Healthcare, Education, Energy, Financial Services, Public sectors. Concurrently, with the addition of JOS SG & MY, we are able to leverage our strengthened horizontal capabilities to drive greater value to our customers and be more competitive during tenders and bids. As testament to this, JOS MY and Strateq recorded a landmark win in securing a project for Malaysia’s upcoming financial district.

Looking ahead, we will seek to accelerate revenue growth for Regional ICT Services, in tandem with the greater demand for digital services as economies recover. We seek to prudently pursue opportunities regionally beyond Malaysia and explore bolt-on acquisitions to expand our suite of capabilities and customer reach. In addition, we will also look to drive cost efficiencies across the enlarged Group to generate better margin efficiencies in the long run.



Launch of StarHub’s secondary headquarters in Strateq’s office, Kuala Lumpur, Malaysia.

FY2023 GROWTH PRIORITIES

Our Enterprise business has maintained good growth momentum, as we accelerate our trajectory by delivering compelling customer experience leveraging our comprehensive suite of capabilities across our ecosystem of strategic partners and regional subsidiaries to exceed client expectations. By doing so, we seek to move up the value chain to continue delivering meaningful growth, targeting landmark projects and cultivating demand for emerging solutions such as the convergence of the 3C’s, as well as digital solutions enabled by seamless and reliable connectivity.

As StarHub continues to scale up emerging growth areas, we will continue to seek strategic partners that will expedite our DARE+ ambitions; accumulate new capabilities; and deepen collaboration across the enlarged Group.

Scaling Up Regional ICT Services

